

**FORWARD**

**ALBERTA PUBLIC SERVICE  
WORKFORCE PLAN**

**FROM**

**STRENGTH**



# FINAL REPORT

**2009 – 2010**

**RESPECT  
ACCOUNTABILITY  
INTEGRITY  
EXCELLENCE**

**ALBERTA'S PUBLIC SERVICE**  
Proudly working together to build a stronger province for current and future generations

**Government of Alberta ■**



## Public Service Commissioner's Message

Alberta Public Service (APS) employees are critical to our success as an organization, and the APS Workforce Plan outlines our commitment to and strategies for building a quality work environment.

The APS has had a cross-government human resource plan in place since 1997 to guide development of programs and initiatives that support you in your work. The plan also includes progress indicators with targets to ensure a focus on continual improvement.

This report outlines what was accomplished over the past year for the priorities of developing, engaging and attracting, and it shows how we are doing on our progress indicators for these priorities. While we have seen improvement in some areas, we know continued focus is required.

I would like to extend my thanks to the Deputy Minister Steering Team, our Advisory Teams, and the many staff who helped develop the plan and put it into action.

As members of the public service, we are the solid foundation on which this organization is built, and I'm proud of what we have accomplished together.



*Original signed by*

Dale Silver  
Public Service Commissioner



## 2009-2010 Highlights

The Government of Alberta (GoA) supported our employees over the past year through initiatives driven by the APS Workforce Plan. Highlights of achievements include:

- Celebrating 25 teams for superior client service and business excellence through the Premier's Awards of Excellence program.
- Introducing the Milestones Recognition policy which standardized key career dates and gift options through a common vendor.
- Enhancing the Employee Support and Recovery Assistance program to provide greater mental and physical health supports to employees.
- Supporting employee learning and development by:
  - Offering more classroom sessions through the GoA Learning Centre.
  - Piloting new courses in policy development for Senior and Executive Managers' Development Program (SEMDP) and Management Development Program (MDP).
  - Providing sessions on "*The Next Generation Workplace*" through the Leading in Learning Series.
- Enhancing the new GoA Jobs Board online functionality, enabling online applications, job notifications and other features.
- Offering more freedom of choice and enhanced benefits coverage with 1<sup>st</sup>choice.



> KIM HUYNH, SUPPORT AND FINANCIAL SERVICES COORDINATOR

# DEVELOPING

*Building strength within the public service.*

What we said  
we would do



**Promote the wide variety of learning and development opportunities available to support employees in reaching their full potential.**

## WHAT WE'VE ACHIEVED

### New Programs and Educational Delivery Methods

Identified new strategies for educational delivery, increased course availability and options for APS employees through:

- E-learning, Live Meeting and other technologies;
- More classroom sessions through the GoA Learning Centre; and
- Piloting new courses in policy development in the Senior and Executive Managers' Development Program and Management Development Program.

### Orientation

[www.chr.alberta.ca/orientation](http://www.chr.alberta.ca/orientation)

Over 750 new employees attended Orientation to Government sessions held in May and October 2009.



> BOB BARRACLOUGH, POLICY SPECIALIST

---

# 77%

of those who received orientation stated that the orientation they received was helpful.

---

# DEVELOPING

What we said  
we would do



Focus on supervisory skills and leadership  
capacity.

## WHAT WE'VE ACHIEVED

### Supervisor Certificate Program (SCP)

[www.chr.alberta.ca/scp](http://www.chr.alberta.ca/scp)

Seventy-six participants completed the program, which provides a structured learning path for developing supervisors within the APS.

### Executive & Senior Manager Mobility Program

[www.chr.alberta.ca/mobility](http://www.chr.alberta.ca/mobility)

The Executive & Senior Manager Mobility Program positions the Alberta Public Service to meet current and future leadership needs through a coordinated approach to executive and senior manager movement between ministries. The program also provides strategies to support ministry knowledge transfer and succession planning needs.

Thirty three executive and senior managers participated in the program for some portion of the 2009-10 program year: 20 were in mobility secondment roles, 11 participated in a knowledge transfer capacity, and two were in succession enhancement positions. To date, a total of 95 GoA employees have participated in the Executive & Senior Manager Mobility Program.

One hundred per cent of participants and 90 per cent of host ministries agreed that their participation in the Executive & Senior Manager Mobility Program was a valuable experience.

### Leading in Learning Series

[www.chr.alberta.ca/LLS](http://www.chr.alberta.ca/LLS)

The 2009-10 series, "*The Next Generation Workplace*," addressed challenges for leading different generations and preparing for the work culture of the future:

- Dr. Karyn Gordon spoke to 249 registrants on "Understanding and Leading Different Generations" on November 19, 2009; 93 per cent of the participants found the session to be of value.
- Bani Dheer presented "The Future of Work" on February 23, 2010 to 283 registrants; 84 per cent of the participants found the topic was timely and relevant.

### Management Essentials

[www.chr.alberta.ca/essentials](http://www.chr.alberta.ca/essentials)

Forty-three participants completed Management Essentials in 2009. This program instructs new managers on practices, policies and information specific to managing in the APS.

### Assessment Services

[www.chr.alberta.ca/assessment](http://www.chr.alberta.ca/assessment)

The Assessment Services program helps managers expand and develop areas of strength. Ongoing assessment services for all levels of managers and executives were provided in September 2009 and January 2010. A total of 60 individuals participated.

# DEVELOPING

What we said  
we would do



Focus on public policy excellence.

## WHAT WE'VE ACHIEVED

### New Policy Development Training Courses

Two new public policy modules, one for the Senior and Executive Managers' Development Program and one for the Management Development Program were launched after successful pilots in May and December 2009. Regular offerings of both modules are now available through the University of Alberta GoA programs.

In 2010-11 the GoA will pilot three out of the five modules as part of a new program, "Policy Essentials in the APS."

### Policy Internship Program

[www.jobs.alberta.ca/policyinternship](http://www.jobs.alberta.ca/policyinternship)

The GoA piloted a cross-government policy internship program with 15 interns who were welcomed into the 16-month program on May 1, 2009. Each intern participated in two eight-month department work placements, a mentoring program and training.

### Policy Ambassadors

[www.chr.alberta.ca/policyambassadors](http://www.chr.alberta.ca/policyambassadors)

A team of 44 policy ambassadors actively promoted GoA policy work options at career fairs, forums, speaker panels and mock interviews. The Ambassadors also provided mentoring and training support for policy interns.

---

# 83%

of supervisors agreed their employees have the skills and knowledge to meet anticipated job requirements over the next three years.

---



# DEVELOPING

What we said  
we would do



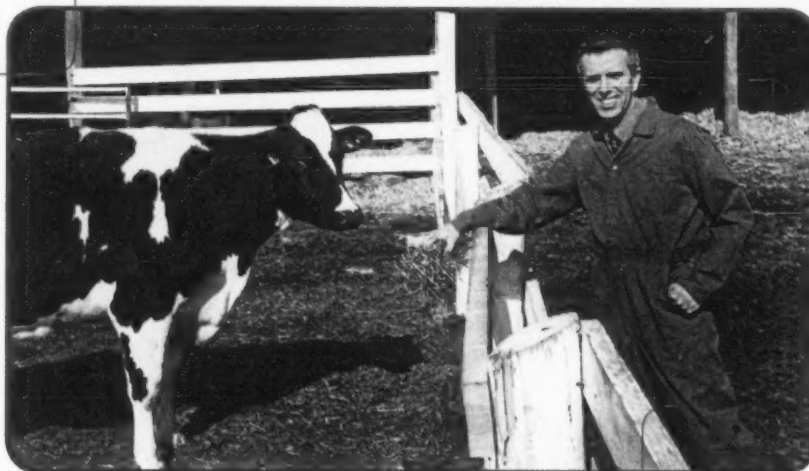
**Encourage career growth so employees  
can pursue options that fit their skills and  
professional development goals.**

## WHAT WE'VE ACHIEVED

### Career Growth Research

Based on research conducted in 2009 through focus groups, interviews, surveys, a course audit and inter-jurisdictional consultation, recommendations have been put forward to develop and enhance career growth strategies and initiatives for APS employees.

> DR. GERALD HAUER, PROVINCIAL GOVERNMENT VETERINARIAN

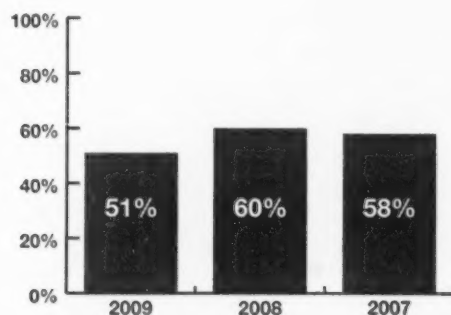


# DEVELOPING

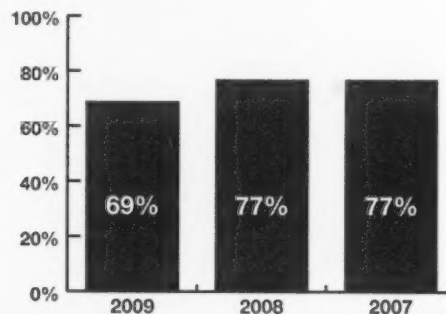
## Measures from APS Workforce Plan

- ▶ 100 per cent of departments demonstrate supports and strategies for employee learning and career development. Supports and strategies include:
  - Supporting learning programs
  - Supporting developmental moves
  - Promoting orientation
  - Promoting employee career and learning plans

- ▶ Percentage of employees who agree they have opportunities for career growth within the GoA.



- ▶ Percentage of employees who agree their organization supports their work-related learning and development.





# ENGAGING

*Providing an environment that supports and inspires employees to perform their best every day.*

**What we said  
we would do**



**Create and adopt best practices to support individual and team performance and enable flexible work arrangements while ensuring quality service for Albertans.**

## WHAT WE'VE ACHIEVED

### Performance Management Process

[www.chr.alberta.ca/performancemanagement](http://www.chr.alberta.ca/performancemanagement)

A key focus for 2009-10 was making enhancements to the performance management process. This included the development and implementation of:

- Performance Management in the APS - voice over PowerPoint and guidebook
- Goal Setting Workshops
- Revision of the performance contracts for managers, opted out and excluded employees to reflect a focus on Career and Learning Planning

Working with a team of cross-ministry representatives these three initiatives will further complement the focus on performance management in the APS.



> NATALIE BECKER, TRANSPORT OFFICER

# ENGAGING

## **Retaining a Focus on Recognition - Premier's Awards of Excellence (PAE)**

[www.chr.alberta.ca/premier](http://www.chr.alberta.ca/premier)

The 2009 awards recognized 25 teams for superior client service and excellence in business practices at a ceremony on October 7, 2009.

Efficiencies and cost savings were achieved with the development of a cross-government PAE IT system to both streamline and communicate the submission process for key stakeholders.

## **Deputy Minister of Executive Council Service Excellence Award**

[www.chr.alberta.ca/servexcellence/recognition](http://www.chr.alberta.ca/servexcellence/recognition)

March 2010 marked the presentation of the Deputy Minister of Executive Council Service Excellence Awards. Two teams, one from Justice and Attorney General and one from Advanced Education and Technology were recognized for delivering excellence in service.

## **Flexible Work Arrangements**

CHR played a key role in the completion of the Mobile Work Project. This project, led by Infrastructure, developed recommendations to further support the application of mobile work – where operationally supported.

Working with ministry stakeholders, Corporate Human Resources facilitated cross-ministry communication and implemented flexible work arrangements in select divisions.

A SharePoint site featuring information on flexible work arrangement policies and tips for implementation was piloted.

---

# 78%

of employees agreed they were overall satisfied in their work as a GoA employee.

---

# ENGAGING

What we said  
we would do



**Recognize employees for strong performance,  
raising staff awareness of their value and  
promoting pride in work.**

## WHAT WE'VE ACHIEVED

### Recognition

2009-10 marked the implementation of a Milestone Recognition policy and common vendor for recognition awards. Working through a team of cross-ministry representatives, this policy reflects a one-employer approach to recognizing key milestones.

A collaborative process was established for ministries to share best practices for supporting employee recognition and achieving efficiencies in service delivery.

### GoA Vision and Values Materials

[www.chr.alberta.ca/apsvisionandvalues/resources.cfm](http://www.chr.alberta.ca/apsvisionandvalues/resources.cfm)

Reflecting the new GoA brand, the Vision and Values website was redesigned with updated APS vision and values materials.

> CYNTHIA DUNNIGAN, FIRST NATIONS RELATIONS



# 61%

of employees agreed they received meaningful recognition for work well done (an increase of six per cent over the last two years).

# ENGAGING

What we said  
we would do



Promote a safe, healthy environment that  
provides the foundation for employees to  
succeed.

## WHAT WE'VE ACHIEVED

### Program Enhancements and Promotion

[www.chr.alberta.ca/healthpractices](http://www.chr.alberta.ca/healthpractices)

An enhanced version of the Employee Support and Recovery Assistance (ESRA) program took effect in 2009, increasing services and accessibility.

New resources and supports were developed to assist human resources and frontline management in supporting health recovery and early intervention.

Promotion efforts raised awareness of services offered via the Employee Family and Assistance Program (EFAP).

### Occupational Health and Safety (OH&S) Program

[www.chr.alberta.ca/occhealthsafety](http://www.chr.alberta.ca/occhealthsafety)

The GoA OH&S Program was revised to include development and delivery of OH&S training.

A new GoA OH&S certificate program was developed with training to support newly established teams of government OH&S trainers.

> BRUCE MACLEOD, CASEWORKER

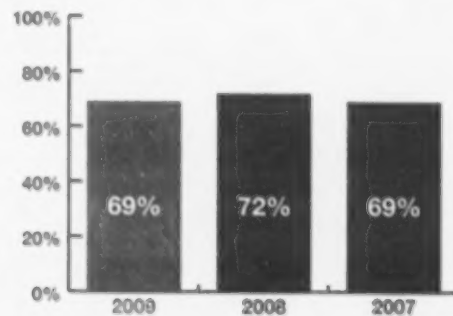
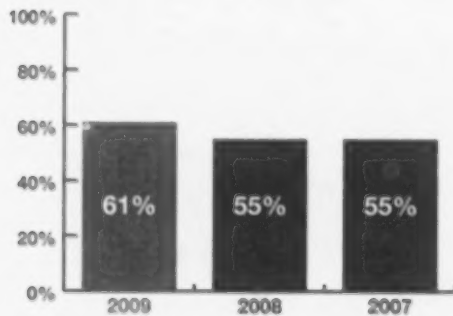


## Measures from APS Workforce Plan

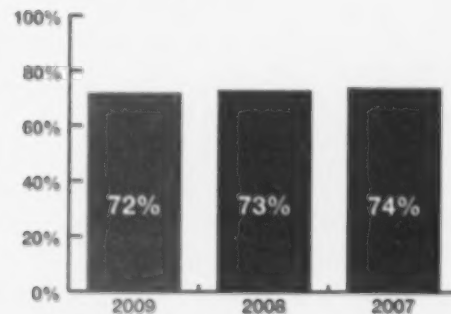
- ▶ 76 per cent of departments demonstrate supports and strategies for workplace health.

- ▶ Percentage of employees who agree they are proud to tell people they work for the Government of Alberta.

- ▶ Percentage of employees agree they receive meaningful recognition for work well done.



- ▶ Percentage of employees who agree they know how their work contributes to the achievement of their ministry's or department's goals.



# ATTRACTING

*Enhancing the Government of Alberta's ability to attract and recruit employees.*

What we said  
we would do



**Ensure timely, efficient business processes that support and enhance our efforts to recruit and select the best talent.**

## WHAT WE'VE ACHIEVED

### Recruitment and Selection Process Review

The GoA seized the opportunity to evaluate recruitment and selection processes. Through online surveys, focus groups and client/stakeholder interviews, recommendations were developed for enhancements to current business processes.

### Enhanced GoA Jobs Website

[www.jobs.alberta.ca](http://www.jobs.alberta.ca)

Applicants can now set up a user account which enables them to access information related to the job opening(s) they applied on and view the status of their application(s). This functionality was implemented as part of the IMAGIS upgrade.



> RON FERNANDES, ADMINISTRATOR



# ATTRACTING

What we said  
we would do



Offer compensation and benefits that are  
competitive, flexible and responsive.

## WHAT WE'VE ACHIEVED

### Responsive Benefit Programs

[www.chr.alberta.ca/benefits](http://www.chr.alberta.ca/benefits)

Implemented choice time for the 1<sup>st</sup> choice benefit program which enabled employees – management, opted out and excluded – to make changes to their benefits packages to build the coverage plan that works best for them.

Began planning for choice time for My**CHOICE** participants (bargaining unit employees) which will occur in June 2010.

Coordinated employee participation in the Canada Savings Bonds purchase program.

Extended the northern Alberta pilot programs that support recruitment and retention efforts in locations such as Fort McMurray, Peace River and High Level and initiated a review of ministry experience with the programs to get input for developing future strategies.

---

# 85%

of employees plan to continue working for the  
Government of Alberta for the next three years.

---

# ATTRACTING

What we said  
we would do



Promote the diversity of careers in the Alberta  
Public Service and a work environment where  
people make a difference.

## WHAT WE'VE ACHIEVED

### Ambassador Program

[www.chr.alberta.ca/ambassador](http://www.chr.alberta.ca/ambassador)

Ambassadors continued to build awareness of and educate students and graduates about the GoA as a viable career choice through participation in career fairs and presentations. In light of the hiring restraint, the activities of the Ambassador Program were scaled back and focused to specific target audiences. During this past year, Ambassadors participated in 12 career fairs, seven presentations, and six career forums.

### Enhanced Advertising

New GoA advertising templates were created to simplify and streamline recruiting information, and present a contemporary, professional image of the organization to potential employees.

---

Job fit was the main reason employees accepted their current position with the GoA.

---

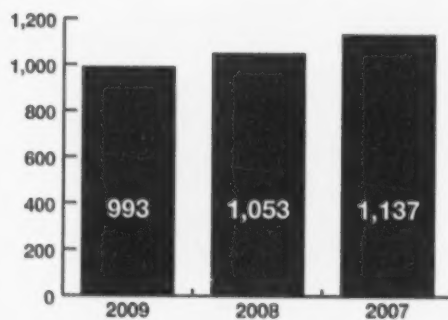
# ATTRACTING

> DONNA BONIN, SHERIFF

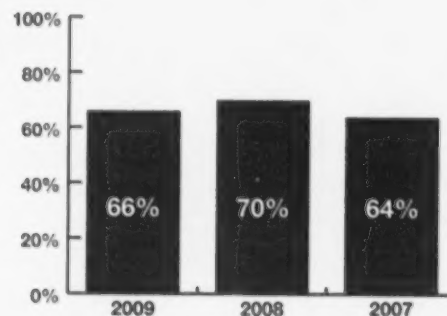


## Measures from APS Workforce Plan

- Number of work experience, internship and co-op placements.



- Percentage of employees who agree they would recommend the GoA as a great place to work.

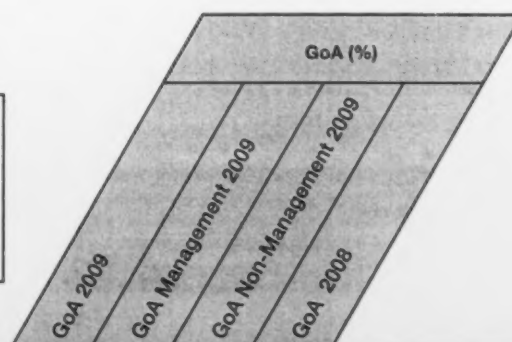


# Comparing Performance Measures Indicators

<sup>1</sup> Surveys have exact wording to questions in GoA Survey.

<sup>2</sup> Surveys have similar wording to questions in GoA Survey.

<sup>3</sup> Please note: All survey results used in the context of Hewitt's Best Employers in Canada study are the property of Hewitt Associates. Any distribution or use of this data, in whole or part, is strictly prohibited. The data provided is confidential and for internal use only.



## QUESTIONS

### EMPLOYEE ENGAGEMENT INDEX

Satisfaction with work	78	84	77	80
Satisfaction with your ministry/department	66	77	63	68
Inspired to give your very best	64	74	62	67
Recommend organization as great place to work	66	72	65	70
Stay with organization even if offered similar job elsewhere	64	69	63	66
Proud to tell people that you work for the organization	69	74	68	72

### QUALITY WORK ENVIRONMENT INDEX

Positive work relationships with your co-workers	91	96	90	90
Have support at work to provide high level of service	64	71	62	65
Your job is a good fit with your skills and interests	84	92	83	84
You have support at work to balance work and life	70	74	70	69
Satisfied with quality of supervision you receive	71	79	70	71
Confidence in senior leadership of your ministry/department	54	66	51	57
Know how your work contributes to achievement of goals	72	88	68	73
Organization supports your work related learning/development	69	76	67	77
Opportunities to provide input into decisions affecting your work	59	76	56	62
Receive meaningful recognition for work well done	61	72	58	55
Opportunities for career growth within the organization	51	64	49	60

## SOURCES

ORGANIZATION	DOCUMENT SOURCED
Canadian/Provincial/Territorial Jurisdictions (Average Score)	June 2009 Report of data collected by Employee Engagement Interjurisdictional Team, a collaborative effort between territorial, provincial and federal governments across Canada.
Government of Nova Scotia	2009 Employee Survey Report
Government of Yukon	2009 Yukon Government Employee Engagement Survey
Government of NWT	2008 Employee Satisfaction and Engagement Survey
Government of Canada	2008 Public Service Employee Survey
Australian Public Service	State of the Service Report Employee Survey Results 2008-09
United Kingdom Civil Service	2009 UK Civil Service People Survey
Scottish Government	Scottish Government Employee Survey 2008
USA Federal Government	2008 Federal Human Capital Survey
<sup>3</sup> Hewitt	Best Employers in Canada Study

Jurisdictions - Canadian/Provincial/Territorial (%)						Other Countries (%)				Hewitt's Best Employers in Canada Study (BES) - 2009 data (%)			
1 Canadian Interjurisdictional Average (Reported June 2009)	1 Nova Scotia 2009	1 Yukon 2009	2 Northwest Territories 2008	2 Federal Government 2008	2 Australian Public Service 2009	2 United Kingdom Civil Service 2009	2 Scottish Government 2008	2 USA Federal Government 2008	2 BES Database (overall average)	2 50 Best Employers	2 Private Sector	2 Public Sector	
74	83	64	72	77	80		73	84					
61	70	49	55	68	78			58					
68	79	63	47			40	66		68	77	64	52	
63	71	55	53	71		48	65	65	76	86	72	63	
62	67	58	49										
68	75	57	69			56	62						
88	91	83	88		82								
65	74	59	62										
81	87	77	86	*85/79	74		68	62	80	84	69	70	
66	71	63	63	74	71		70	75	66	77	62	51	
71	72	73	64		69				72	78	68	58	
55	60	45	55	54	46	36	58		70	82	65	45	
76	79	59	87	81	83	82	75	84					
66	74	58	67	54	54	63	59	65	72	83	69	62	
64	74	57	67	43	58	56	59	53	58	69	57	46	
53	58	51	54	68	54	76	73	50	54	65	50	37	
48	53	50	50	55	44	39	54	39	55	66	54	41	

\* Skills - 85; interests - 79.

#### LOCATION/PROVIDED BY

Comparison 2008-09 data used with permission of the Employee Engagement Interjurisdictional Initiative. For further information, contact EEIT@gov.ab.ca.

[www.gov.ns.ca/psc/v2/employeeCentre/employeeSurvey/2009survey](http://www.gov.ns.ca/psc/v2/employeeCentre/employeeSurvey/2009survey)

[www.psc.gov.yk.ca/pdf/2009\\_eesurvey\\_employee\\_rpt.pdf](http://www.psc.gov.yk.ca/pdf/2009_eesurvey_employee_rpt.pdf)

[www.hr.gov.nt.ca/workplace/documents/2008\\_employee\\_survey.pdf](http://www.hr.gov.nt.ca/workplace/documents/2008_employee_survey.pdf)

[www.tbs-sct.gc.ca/pses-saff/2008/results-resultats/res-eng.aspx?o1=00#i4](http://www.tbs-sct.gc.ca/pses-saff/2008/results-resultats/res-eng.aspx?o1=00#i4)

[www.apsc.gov.au/stateoftheservice/0809/report.pdf](http://www.apsc.gov.au/stateoftheservice/0809/report.pdf)

[www.civilservice.gov.uk/Assets/PeopleSurvey2009\\_tcm6-35780.pdf](http://www.civilservice.gov.uk/Assets/PeopleSurvey2009_tcm6-35780.pdf)

[www.scotland.gov.uk/Resource/Doc/264458/0079247.pdf](http://www.scotland.gov.uk/Resource/Doc/264458/0079247.pdf)

[www.fhcs.opm.gov/2008FILES/2008\\_Govtwide\\_Report.pdf](http://www.fhcs.opm.gov/2008FILES/2008_Govtwide_Report.pdf)

Hewitt

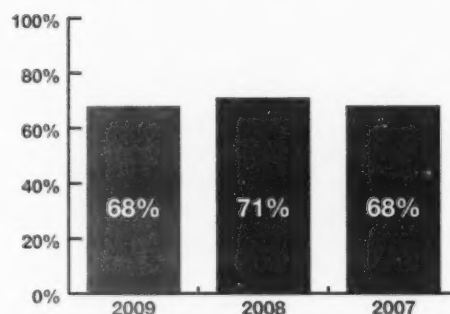


## Corporate Employee Survey Indices

### Employee Engagement Index

This index is based on the result of six questions from the Corporate Employee Survey that are outcome measures of employee engagement.

- Satisfaction with their work
- Inspired to give their very best
- Proud to tell people they work for GoA
- Satisfied with ministry/department
- Recommend GoA as a great place to work
- Prefer to stay with GoA



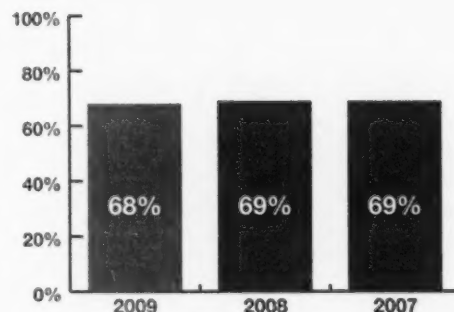
# > MEASURING OUR SUCCESS



## Quality Work Environment Index

This index is based on the result of 11 questions from the Corporate Employee Survey that measure the key determinants of a quality work environment.

- Positive relationships with co-workers
- Job fits skills and interests
- Support for learning and development
- Know how work contributes to goals
- Satisfied with quality of supervision
- Support to balance work and personal life
- Support to provide high level of service
- Opportunities for input into decisions
- Opportunities for career growth
- Confidence in senior leadership
- Receive meaningful recognition



What we're  
doing next



**APS Workforce Plan 2010 - 2013**  
**FORWARD FROM STRENGTH**

[www.chr.alberta.ca/apsworkforceplan](http://www.chr.alberta.ca/apsworkforceplan)

Inquiries about the  
2009 – 2010 Alberta Public Service Workforce Plan  
can be referred to:

Corporate Human Resources  
5th Floor, Peace Hills Trust Tower, 10011 - 109 Street  
Edmonton, Alberta, Canada T5J 3S8

Phone: 780-408-8400 | [www.chr.alberta.ca](http://www.chr.alberta.ca)

or contact your ministry's human resource office.



MAY 2010